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DIA ASSISTANT
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MEMORANDUM FOR: Deputy Director for Administration ✓
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Administrative Officer, DCI Area

FROM: [redacted] 25X1
Executive Director

SUBJECT: Perspectives and Guidance on 1986 [redacted] 25X1

1. As we begin work on the Agency's 1986 resource request, our effort to develop the strongest possible program requires that we have a common understanding of the future environment, our Agency-wide goals, and our plans to achieve them. This memorandum discusses some of the factors that will affect the 1986 program, and calls for actions to meet some needs that you have already identified. It is intended to complement both the DCI Community Guidance and CIA's updated long-range plan; they will be available later. This guidance is limited to more immediate, near-term issues and is designed to help you formulate your 1986 program goals. [redacted]

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Responding to the Demand for Intelligence in a More Constrained Environment

2. The external reviews of the 1984 and 1985 CIA programs clearly suggest that 1986 will bring a more constrained resource environment. The Agency's rate of real growth is likely to decline, and we cannot expect further large increases in our manpower. Even so, we must be prepared to address a growing array of intelligence problems. We must also continue the major ongoing programs that enhance basic intelligence collection, processing, and support capabilities. And, CIA must remain flexible enough to meet new intelligence and policy requirements as they arise. [redacted]

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3. It is clear that the demand for intelligence and the complexity of the issues raised by US policymakers are unlikely to diminish in 1986. We know what the key intelligence issues are. Our task is to convert our recent growth to optimum performance against these targets. But supplementing the regional and functional concerns that you have raised in the latest long-range planning papers, I call to your attention the DCI's wish to raise the priority accorded to counterterrorism. ☐

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4. The 1986 program should represent agreed substantive priorities that are plainly stated in your initiatives. Your proposals should explicitly describe their expected intelligence payoff and the relationship between an initiative in one directorate and the work of another. Where several offices in one directorate are pursuing similar substantive goals or targets, you should combine these initiatives into themes at the directorate level. There also are several areas, which are discussed below, that you should consider as candidates for cross-directorate or Agency themes. You may want to revise some directorate or Agency-wide themes that have become somewhat shopworn in the last few years, but your decisions should be governed by the intelligence work to be done. ☐

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5. The growth in our base and the scale of our commitment to a number of major ongoing initiatives demand that we also examine these two elements of our program in preparing for 1986. The need for a flexible CIA base program to meet unforeseen demands is obviously important. Nonetheless, we must be confident--and able to defend the fact--that the base reflects our priorities and does not include marginal or outdated activities. This also holds true for the resources committed to ongoing initiatives, which represent more than one fourth of the resources requested for 1985. You should develop alternatives for these programs that show how we might handle changes in substantive priorities or general resource constraints. The Comptroller will review the base program and ongoing initiatives in January/February 1984. ☐

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Priorities for 1986

6. In general, you have indicated that if the 1985 program holds, your 1986 requests for position growth will be modest. Therefore, your proposals for 1986 should be designed to correct imbalances rather than to increase significantly our manpower resources. The major problem we need to confront in 1986 is assimilating employees acquired in the past several years and fostering their productivity. As a consequence, you should consider:

- Training programs to provide specialized skills,^(Acquisition) in fields such as data processing, economics, engineering, and other technical disciplines. In these and other areas your programs should foster continued employee growth and job satisfaction.
- The impact of changes in the office environment brought on by ADP systems and office automation. Proposals should address the evolving role of the secretary, the need for database managers,

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